

SUBJECT: Use of Force

TO: Department Members

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7.1 SUBJECT CONTROL/USE OF FORCE

7.1.1. OBJECTIVELY REASONABLE USE OF FORCE

- A. Under the Fourth Amendment of the United States Constitution, a law enforcement officer may only use such force as is "objectively reasonable" under all of the circumstances. The standard that courts will use to examine whether the use of force is constitutional was first set forth in Graham v. Connor, 490 U.S. 386 (1989), and expanded by subsequent court cases. The reasonableness of a particular use of force must be judged from the perspective of a reasonable law enforcement officer on the scene at the moment the force was used, rather than with 20/20 vision of hindsight. The reasonableness must account for the fact that law enforcement officers are often forced to make split-second judgments in circumstances that are tense, uncertain, and rapidly evolving about the amount of force that is necessary in a particular situation.
- B. Reasonableness will be determined by balancing the nature and quality of the intrusions with the countervailing governmental interests. The question is whether the law enforcement officer's actions are objectively reasonable in light of the facts and circumstances confronting the officer. Objective factors will determine the reasonableness of force including, but not limited to, the severity of the crime, whether the suspect poses an immediate threat to the safety of the law enforcement officers or others, and whether the suspect is actively resisting arrest or attempting to evade arrest by flight.
- C. Enforcement members shall only use force which is objectively reasonable under the totality of the facts and circumstances to overcome a subject's resistance, to make an arrest, or maintain proper custody of a prisoner, when a resisting subject de-escalates his/her resistance, the enforcement member shall also de-escalate the amount of force used proportionately.

7.2 DEADLY FORCE

- Deadly force is any use of force that creates a substantial risk of causing death or serious bodily harm.
- B. Deadly force is authorized to protect enforcement members or others from what is reasonably believed to be a threat of death or serious bodily harm.
- C. Deadly force shall be exercised only when all other reasonable efforts to subdue the subject have failed or reasonable efforts cannot succeed without endangering the life of the enforcement member or others.
- D. If a verbal warning is feasible under the circumstances and doing so will not increase the risk of injury to the member or any other person, the enforcement member should identify themselves as a law enforcement officer and give a verbal warning of their intent to use deadly force.
- E. Deadly force shall not be used to affect an arrest for a misdemeanor charge or when apprehending a person fleeing from such a charge.

7.2.1. FIREARMS

A. For purposes of this Order, the term "authorized non-enforcement member" means a non-enforcement member authorized by the Director to carry a firearm while on-duty.

- B. Enforcement members and authorized non-enforcement members shall consider the totality of the circumstances when deciding to draw, point, or discharge a firearm, including, but not limited to, the following factors:
 - Severity of the offense.
 - (2) Risk of injury to innocent bystanders.
 - (3) Immediate threat to the enforcement member(s) and the public.
 - (4) Apparent age of the suspect.
 - (5) Victim-suspect relationship.
 - (6) Knowledge of the suspect's identity.
- C. Life-Threatening Felony
 - (1) Firearms may be drawn, pointed, or discharged to affect an arrest when an enforcement member has PROBABLE CAUSE to believe a person has committed a life-threatening felony listed in Section 7.2.1.C.(2) below or has escaped from custody after having been arrested for or convicted of committing a life-threatening felony.
 - (2) Whenever used in the Official Orders, life-threatening felonies are:
 - a. Murder and attempted murder
 - b. Armed robbery and attempted armed robbery
 - c. Arson (Felony) and attempted arson
 - d. Kidnapping (MCL 750.349, MCL 750.349a, MCL 750.349b)
 - e. Criminal sexual conduct involving a weapon
 - (3) An enforcement member shall not discharge a firearm on a person who is fleeing on suspicion alone that such person may have committed a life-threatening felony or solely because a person fails to stop on command or runs a blockade.
- D. Warning shots shall not be discharged.
- E. Horseplay with a firearm is prohibited.
- F. Drawing Firearms
 - (1) Firearms may be drawn or displayed only when an enforcement member or authorized non-enforcement member, is confronted with a potentially life-endangering situation.
 - (2) The trigger finger of an enforcement member or authorized non-enforcement member shall remain indexed along the frame of the firearm, unless the member is pointing or discharging the firearm as authorized by this Order.
- G. Discharging Firearms at Vehicles
 - (1) Firearms shall not be discharged at vehicles in the following situations:

- a. At a moving vehicle or the occupants of a moving vehicle, unless the suspect is using a form of deadly force other than a motor vehicle, or as permitted under Section 7.2.1.G.(2).
- Against wrong way, high-speed, or reckless drivers of vehicles solely on the assumption that other persons may be injured or killed unless the driver is stopped.
- c. From a moving vehicle, except under extreme conditions.
- (2) Firearms may be discharged at a vehicle in the following situations:
 - a. Self Defense or Defense of Another
 - i. To justify the discharge of a firearm at a vehicle under the "self-defense or defense of another standard," there must be some overt action on the part of the driver to establish an intent to kill or severely injure as opposed to actions taken to escape arrest.
 - ii. Firearms shall not be discharged at a moving vehicle, or the occupants of a moving vehicle, in self-defense or defense of another unless the enforcement member or authorized non-enforcement member, is unable to take other evasive action or the suspect targets the enforcement member after the enforcement member has attempted evasive action.
 - iii. As stated in Official Order No. 10, enforcement members shall not intentionally exit their patrol vehicles and position themselves in the path of the suspect vehicle in order to force it to stop.

b. Life-Threatening Felonies

i. Firearms may be drawn, pointed, or discharged at a vehicle when an enforcement member has probable cause to believe an occupant has committed a life-threatening felony listed in Section 7.2.1.C.(2) above.

H. Escaping Prisoners

Enforcement members may draw, point, or discharge a firearm to stop a prisoner who is a convicted felon and is escaping from a state correctional facility, a county jail, or attempting to escape while in transit to or from a state correctional facility or county jail or to prevent a prisoner who is a convicted felon from unlocking other inmates during a prison or jail disturbance in the following situations:

- (1) The enforcement member has probable cause to believe the prisoner will pose a significant threat of death or serious bodily harm to the enforcement member or others.
- (2) The enforcement member has probable cause to believe that the prisoner has committed a crime involving the infliction or threatened infliction of serious bodily harm, and where feasible, some warning has been given.
- (3) For the purposes of this order, a "state correctional facility "is any facility that houses prisoners committed to the jurisdiction of the Department of Corrections (DOC), including a prison, reformatory, camp, correctional facility operated by the DOC or private vendor.

(4) A "county jail" is any facility operated by a county for the physical detention and correction of persons charged with or convicted of criminal offenses and ordinance violations, persons found guilty of civil contempt, and juveniles detained by court order, or a facility which houses prisoners pursuant to an agreement authorized under MCL 801.1.

I. Shooting Animals

- (1) Enforcement members may discharge a firearm at an animal when:
 - a. It is necessary to protect themselves, another person, or department tracking dog from being attacked by an animal.
 - b. A domestic animal is in the act of:
 - Molesting wildlife and not legally hunting, and all reasonable efforts to stop such actions have failed.
 - ii. Pursuing, worrying, or wounding any livestock or poultry, and all reasonable efforts to stop such actions have failed.
 - A domestic animal is severely injured, and the owner expressly authorizes its destruction.
 - d. A domestic animal is severely injured and must be destroyed for humane purposes, and the owner cannot be located.
 - e. It is ordered by a court.
 - f. It is immediately necessary to destroy a wild animal that has been injured or suspected of having rabies.
 - See Official Order No. 35 regarding handling of suspected infectious animals
- (2) Enforcement members discharging a firearm at an animal shall ensure the safety of all persons and property.

7.3 CHOKE HOLDS

- A. A choke hold is considered deadly force as defined by this order. Members shall not use a choke hold on any person except in situations in which the use of deadly force is necessary to prevent the death or serious bodily harm of the member or another person.
 - (1) As used in this order, the term choke hold includes, but is not limited to, the following:
 - a. Any neck restraint technique.
 - b. Intentionally grasping or striking an individual's throat.
 - c. Intentionally standing or kneeling on an individual's neck or throat.
 - d. Any other physical maneuver or technique that restricts an individual's ability to breathe for the purpose of incapacitating that individual.

7.4 NONDEADLY FORCE

- A. Where deadly force is not authorized, enforcement members may use only that level of force that is objectively reasonable to bring an incident under control. Nondeadly force includes the use of department-approved control techniques and intermediate weapons.
- B. Enforcement members are authorized to use nondeadly force to:
 - (1) Protect the enforcement member or others from physical harm.
 - (2) To bring a potentially dangerous and unlawful situation under control.
 - (3) To restrain or subdue a resistant individual.

7.4.1. ELECTRO-MUSCULAR DISRUPTION TECHNOLOGY DEVICE (EMD DEVICE)

- A. The use of an EMD device on the following types of individuals shall be avoided, unless other forms of subject control have failed or cannot reasonably be attempted:
 - (1) Females who are known, or reasonably believed, to be pregnant.
 - (2) Children
 - (3) Elderly
 - (4) Persons who are visibly physically disabled.
- B. An EMD device shall not be used on the driver of a moving vehicle, unless the circumstances would justify the use of deadly force.
- C. An EMD device shall not be used in any environment where an enforcement member knows that a potentially flammable or explosive material is present.
- D. An EMD device shall not be used in an environment where the subject's fall could reasonably result in death or great bodily harm.
- E. An EMD device shall not be used in situations where the subject does not attempt to defeat the enforcement member's attempt to touch and control the subject, but still will not voluntarily comply with verbal and physical attempts of control (e.g., dead weight, failure to obey verbal commands).
- F. An EMD device shall not be used in a punitive manner.
- G. An EMD device shall not be used on a handcuffed subject or a secured subject (e.g., confined in a patrol car, confined in a holding cell) unless both of the following conditions apply:
 - (1) Use of an EMD device is necessary to prevent the subject from causing serious bodily harm to themself or others.
 - (2) Lesser attempts of control have been ineffective.
- H. When using an EMD device to gain compliance of a subject, the enforcement member shall use the least number of five-second cycles necessary in order to gain compliance.

- I. Enforcement members shall not intentionally use more than one EMD device at a time against a subject.
- J. An EMD device shall not be used on animals to stop or prevent an attack. Enforcement members shall use either department-issued chemical aerosol defense spray or their firearm when justified. This section shall not prohibit EMD device use on animals during Emergency Support Team or Raid Entry Team operations.
- K. District/division commanders shall ensure that their worksite commanders contact all jails within their district/division to determine each jail's policy on accepting arrestees who had an EMD device used on them and convey that information to enforcement members under their command.

7.5 WEAPONS OF NECESSITY ("LAST RESORT" WEAPONS)

- A. Situations may occur where certain immediate and drastic measures must be taken by an enforcement member in order to protect human life. Force used in these situations may involve the use of techniques or weapons not covered in this Order and will be judged based on whether the use of force was 'objectively reasonable' in light of the facts and circumstances surrounding the enforcement. Weapons of necessity include, but are not limited to, the following:
 - (1) Flashlights
 - (2) Knives
 - Enforcement members may carry a personally owned, single-edged folding knife with a blade no greater than four inches in length.
 - b. When carrying a knife, enforcement members shall carry the knife concealed.
 - c. Enforcement members shall not carry a knife in a sheath on the department uniform.

7.6 POST USE OF FORCE CONSIDERATIONS

7.6.1. POST-INCIDENT MEDICAL CARE

- A. Enforcement members using force on a subject shall make medical treatment available to that subject as soon as possible whenever:
 - (1) The subject requests medical treatment.
 - (2) The subject complains of injury or continued pain.
 - (3) Any enforcement member observes or suspects injury to a subject.
 - (4) The subject does not substantially recover from the effects of a use of force within a reasonable and expected period of time.
 - (5) The subject displays any behavior that would indicate to a reasonable person that the subject may be ill or injured.
- B. Removal of Electro-Muscular Disruption Technology Device Probes

- (1) Enforcement members may remove EMD device probes as instructed in their training, unless the probes are imbedded in bone, eyes, the groin area, or the breast of a female. In these cases, the probes shall be removed by a medical professional.
 - a. When an enforcement member removes the probes, the area shall be wiped with an alcohol wipe from the first aid kit and an adhesive bandage shall be applied.
 - b. Any injury claimed or believed to be caused by the application of an EMD device shall be documented in the original incident report and the Department Use of Force BlueTeam Incident Report.
- (2) Enforcement members should use caution when removing probes, as the probes are a biological sharp hazard.
 - a. Protective gloves shall be worn during the process of removing probes from a subject.
 - Probes shall be disposed in the same manner as any other biological sharp hazard.

7.6.2. FIREARMS DISCHARGES

A. Reporting Firearms Discharges

- (1) Except for firearm discharges resulting from participation in firearms training, enforcement members and authorized non-enforcement members shall immediately report all incidents involving the discharge of a firearm in the performance of their duty (whether they are on duty or off duty), including all discharges, to their supervisor.
 - a. The report shall be made from the scene of the incident in order to permit supervisors to determine if an on-scene investigation is necessary.
 - b. At a minimum, the report shall include the approximate time and location of the discharge, the reason for the discharge, and the number of rounds fired.
- (2) Supervisors shall immediately report all firearm discharges, except incidents involving animal shootings, to the Operations Section through the appropriate district/division commander via telephone or LEIN administrative message.
- (3) The Operations Section shall notify the Leadership Team.
- (4) For BlueTeam reporting requirements refer to Section 7.6.2.C.

B. Investigating Firearms Discharges

- (1) When discharge of a firearm by an enforcement member or authorized nonenforcement member, inflicts injury or death to another party, the incident shall be thoroughly investigated by the Investigative Response Team.
- (2) Supervisors investigating incidents involving the use of fatal force by Michigan State Police Troopers Association (MSPTA) or Michigan State Employees Association (MSEA) members shall obtain the following specific information deemed critical to ensuring public safety:
 - a. The extent of any known injuries and whether appropriate medical assistance has been rendered/summoned.

- b. If there is a criminal suspect at large.
- c. If anyone is under arrest and the charge.
- The direction of the shots that were fired.
- (3) If physical evidence and/or witnesses can provide this information, the enforcement member who actually used the fatal force does not need to be interviewed until MSPTA/MSEA representation is present.
- (4) If this information is not available and it is deemed impractical to wait, the MSPTA/MSEA member may be required to answer the above four questions without MSPTA/MSEA representation.
- (5) If the MSPTA/MSEA member refuses to provide this information, the supervisor should consider giving a direct order to answer the questions and advise the member that refusal constitutes insubordination. Answers given under such an order shall be viewed as having been given under a Garrity warning.
- (6) Any time a member is shot, or another party is shot by an enforcement member or authorized non-enforcement member, the Operations Section shall advise the Office of Behavioral Science and the Forensic Science Division.
 - a. The on-scene commander of the incident shall coordinate their response with the on-call doctor from the Office of Behavioral Science.
 - b. The Forensic Science Division commander, or their designee, shall ensure a prompt response of Forensic Science personnel to all shooting incidents.
- (7) When an enforcement member or authorized non-enforcement member, discharges a firearm inflicting injury or death to another party, the commander or designee of the work unit investigating the incident shall ensure that the firearm involved is seized and held as evidence.
 - a. The firearm used shall be immediately seized at the scene, and a temporary replacement firearm shall be issued to the enforcement member or authorized non-enforcement member as soon as operationally possible.
- (8) When discharge of a firearm by an enforcement member or authorized non-enforcement member, inflicts injury or death to another party, the enforcement member or authorized non-enforcement member, shall be placed on administrative leave by their commander. The enforcement member or authorized non-enforcement member may be restored to limited or full duty upon recommendation of the member's work unit commander after the member's consultation with the Office of Behavioral Science.
- (9) Worksite commanders shall review all incidents involving firearm discharges by their subordinates and determine whether the discharge of a firearm was objectively reasonable in light of the facts and circumstances surrounding the incident. If it is determined that a violation of policy occurred, disciplinary action shall be taken unless extenuating circumstances dictate otherwise.

C. BlueTeam Firearm Discharge Report

A BlueTeam Firearm Discharge report is required for all incidents in which a member discharges a department-issued firearm at a suspect or animal while on-duty or off-duty (other than the shooting of an animal as a result of injuries due to a traffic crash). All unintentional discharges of a department-issued firearm, regardless of on-duty or off-duty, are required to be reported in a BlueTeam Firearm Discharge report.

- (1) Enforcement Member's and Authorized Non-Enforcement Member's Responsibilities
 - a. An enforcement member or authorized non-enforcement member, shall complete and forward a BlueTeam Firearm Discharge Report to the shift supervisor and worksite commander prior to the end of their shift, unless otherwise directed by the worksite commander, for any shooting incident. Exceptions include firearms training or the shooting of an animal as a result of injuries due to a traffic crash, unless such report is requested by the worksite commander.
 - i. In incidents in which multiple enforcement members or authorized nonenforcement members have discharged their firearms, each enforcement member and authorized non-enforcement member who has discharged a firearm shall complete and submit a BlueTeam Firearm Discharge Report.
 - ii. If criminal prosecution against the enforcement member(s) or authorized non-enforcement member(s), is probable, no BlueTeam Firearms Discharge Incident Report shall be submitted by the enforcement member(s) or authorized non-enforcement member(s), involved without approval from the Director. Instead, the worksite commander shall complete and submit a BlueTeam Firearm Discharge Incident Report.
 - b. If complete information about an incident is not readily available, the individual enforcement member(s) or authorized non-enforcement member(s), involved shall complete and submit a BlueTeam Firearm Discharge Report with whatever information they have. Once more information becomes available, the BlueTeam Firearm Discharge Report shall be returned to the enforcement member or authorized non-enforcement member that originated the report for completion.

(2) Worksite Commander's Responsibilities

- a. The worksite commander shall review the submitted BlueTeam Firearm Discharge Report as well as the original report, all supplemental incident reports, all existing video and audio recordings, and any supporting documents or records for accuracy and content.
- b. The worksite commander shall recommend a determination as to whether or not the enforcement member's or authorized non-enforcement member's use of a firearm was justified and in accordance with department policy.
- c. The worksite commander shall complete the "Approval Comments" section on the BlueTeam Firearm Discharge Report stating whether the use of a firearm was determined to be justified, forward the report, along with the original incident report, all supplemental incident reports, all existing video, and audio recordings, and any supporting documents or records to the district/division commander within five calendar days of the firearms discharge.

d. If the enforcement member or authorized non-enforcement member, involved is incapacitated, the worksite commander shall complete and forward a BlueTeam Firearm Discharge Report.

(3) District/Division Commander's Responsibilities

- a. The district/division commander shall review the submitted BlueTeam Firearm Discharge Report as well as the original report, all supplemental incident reports, all existing video and audio recordings, and any supporting documents or records for accuracy and content within five calendar days of receipt from the worksite commander.
- b. The district/division commander shall recommend a determination as to whether or not the enforcement member's or authorized non-enforcement member's use of a firearm was justified and in accordance with department policy.
- c. The district/division commander shall complete the "Approval Comments" section on the BlueTeam Firearm Discharge Report stating whether the use of a firearm was determined to be justified.
- d. If the district/division commander determines the incident is justified, he or she shall forward the completed BlueTeam Firearm Discharge Report to the Director's Office and Professional Standards Section within five calendar days of receipt from the worksite commander.
- e. If the district/division commander determines the incident is not justified, he or she shall forward the completed BlueTeam Firearm Discharge Report to the Professional Standards Section (first name "MSP"; last name "Internal Affairs") with a copy to the Office of the Director within five calendar days of receipt from the worksite commander.

(4) Professional Standards Section Responsibilities

- All incidents involving the discharge of a firearm shall be reviewed by the Professional Standards Section in coordination with the Training Division, Trooper Development Section's Subject Matter Experts.
- Incidents involving the discharge of firearm determined to be violations of department policy will be identified as either "Policy Violation - Misconduct" or "Policy Violation - Training."
- c. Upon review of the incident, the Professional Standards Section shall prepare and route a correspondence advising whether the member's actions were determined to be within or not within department policy down the chain of command to the involved members.
- d. The incident shall also be reviewed per Official Order No. 43, by the Critical Incident After-Action Review Team.

7.6.3. ADDITIONAL FIREARMS USE REPORTING REQUIREMENTS

A. The pointing of a firearm at an individual is considered a use of force. Any enforcement member or authorized non-enforcement member, who points their firearm at an individual during the performance of their duties shall ensure the circumstances and justification for the use of force, are documented in a BlueTeam Use of Force Incident Report.

(1) In cases in which members of a multijurisdictional task force and/or the Special Operations Division carry out operations requiring multiple members to point firearms (e.g., barricaded gunmen, raid entry, search warrant execution), a single BlueTeam report may be submitted by the scene supervisor or their designee. Such BlueTeam reports shall identify all members having pointed a firearm.

7.6.4. DOCUMENTING AND REPORTING USE OF FORCE

- A. All uses of force by an enforcement member shall be immediately reported to their shift supervisor.
- B. Original Incident Report
 - (1) All uses of force shall be documented in the original incident report.
 - (2) Enforcement members shall refer to the resources such as the MCOLES Subject Control Continuum (see Official Order No. 7, Enc. 1) for proper terminology and consistency when documenting their use of force in their original incident report.
 - (3) The nature of the incident and all events leading up to the use of force shall be documented in the original incident report.
 - (4) Any post-incident medical treatment received by the subject or the enforcement member or authorized non-enforcement member shall be documented in the original incident report. At a minimum, the following information shall be included in the original incident report:
 - a. The location where the medical treatment was provided (e.g., at scene, hospital).
 - b. The severity and type of injury.
 - c. The name and title of the attending medical personnel (e.g., paramedic, nurse, doctor).

C. BlueTeam Use of Force Incident Report

- All incidents in which an enforcement member uses force greater than officer presence, verbal direction, or compliant handcuffing shall be documented by completing a BlueTeam Use of Force Incident Report.
- (2) All incidents in which use of force by an enforcement member causes injury to another individual shall be documented by completing a BlueTeam Use of Force Incident Report.
- (3) The BlueTeam Use of Force Incident Report shall be completed by the enforcement member who used the force by the end of the enforcement member's shift. The BlueTeam Use of Force Incident Report shall be forwarded by the enforcement member to the shift supervisor and work site commander by the end of the enforcement member's shift, unless otherwise directed by the work site commander.
- (4) If more than one enforcement member uses force during the same incident, the lead enforcement member shall complete the BlueTeam Use of Force Incident Report and they shall include the force used for all officers.

D. Worksite Commander's Responsibilities

- (1) The worksite commander shall conduct a review of all use of force incidents in order to ensure that they are thoroughly investigated, and to determine if the enforcement member involved, acted in accordance with department policies.
- (2) The review shall include the worksite commander personally viewing the BlueTeam Incident Report, the original incident report, all supplemental incident reports, all existing video and audio recordings, and any supporting documents or records.
- (3) The worksite commander shall then prepare a written summary as part of the BlueTeam Incident Report for each use of force incident that includes the facts of the case along with their findings and submit it within five calendar days of the use of force incident to the district/division commander for their review.

E. District/Division Commander's Responsibilities

- (1) The review shall include the BlueTeam Incident Report, the original incident report, all supplemental incident reports, all existing video and audio recordings, and any supporting documents or records.
- (2) The district/division commander shall complete the "Approval Comments" section on the BlueTeam Use of Force Report stating whether the use of force was determined to be justified.
- (3) If the district/division commander determines the incident is justified, he or she shall forward the completed BlueTeam Use of Force Incident Report to the Director's Office and Professional Standards Section within five calendar days of receipt from the worksite commander.
- (4) T If the district/division commander determines the incident is not justified, he or she shall forward the completed BlueTeam Use of Force Report to the Professional Standards Section (first name "MSP"; last name "Internal Affairs") with a copy to the Director's Office within five calendar days of receipt from the worksite commander.
- (5) The incident shall also be reviewed per Official Order No. 43, Critical Incident After-Action Review Team.

F. Additional Electro-Muscular Disruption Technology Device (EMD Device) Reporting

(1) Six-Month Taser Log

Every six months, the worksite commander or their designee shall upload data from each EMD device assigned to personnel at their worksite using the online version of Evidence Sync. This data contains a log of all of the device's operations including discharge. The Taser log shall be retained on the Evidence.com program indefinitely.

(2) Use of Force Discharge Report

- a. An enforcement member who discharges an EMD device in a use-of-force incident shall present the EMD device to their shift supervisor as soon as possible so that the EMD device's data can be uploaded to Evidence.com using the online version of Evidence Sync.
- b. The shift supervisor shall provide the enforcement member with a printed copy of the discharge report.

c. The enforcement member shall attach the printed copy of the Taser log to their original report, which includes the "Pulse Graph", which pertains to the specific use of the device.

7.7 REVISION RESPONSIBILITY

Responsibility for continuous review and revision of this Order lies with the Field Operations Bureau, and Field Support Bureau (Intelligence Operations Division and Training Division), in cooperation with Executive Operations.

DIRECTOR